prits will be dealt with as traitors to the country and the revolution.

"2. Disobedience to orders has ruined the southern armies. From this day on, all battle and service orders will be executed at once, without discussion.

"3. In the interest of survival, all units of the Twelfth Army must eject and deliver for trial any individual who disgraces the revolutionary soldiers by acts against the security of the army."

A representative of the Communists asked me about the exact meaning of the words ". . . will be dealt with as traitors." I replied, "This means that the culprits will be court-martialed. It will depend on you whether this measure will be applied in this army."

The Communists demanded some changes in the resolution's wording. I answered, "Introduce your amendment, and it will be put to a vote. Whatever the conference decides will be carried out."

After a brief recess, the Bolsheviks declared that in the interest of unity they would abstain from presenting amendments and would obey the decisions of the conference. The resolution was carried unanimously, signed solemnly by all members of the conference, and sent at once to the printing plant and telegraph offices.

The next day thousands of copies were distributed in the trenches. The impact on the soldiers was overwhelming. Fraternization and discussion of orders stopped. Now we could proceed with our efforts to bring more order into the army and tighten its discipline.

By this time the new government was established in Petrograd. The Cabinet began with an hysterical appeal to the nation, written in stilted language, a poor imitation of the quasi old-Russian style of the Tsar's manifestoes. We in the Iskosol felt that the Government of Salvation of the Revolution was becoming a Government of Panic and Confusion.

A SICK ARMY

The army was sick. We were wholly ignorant then of such matters as mass neurosis and its therapy, but in retrospect I realize that the trouble lay largely in the neurotic state of the masses of the enlisted men.

The real foundation of an army is necessarily an indoctrination that leads men to a definite pattern of thinking and feeling and insures their reactions under battle conditions; summed up, this amounts to discipline and military valor. The indoctrination absorbed in the Tsarist army had been wiped out when the Tsar was deposed and imprisoned as a criminal. In addition, the soldiers were tired and embittered after three years of war. They had long since lost respect